

Portfolio Management in Practice

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Portfolio Governance Leader



Fun Facts



Education and Professional Experience



Licenses and Certifications



SERIES
7

CHANGE
PRACTITIONER



66



Family



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Learning Objectives



Discover how effective stakeholder management, clear governance, and streamlined decision-making can transform challenges into opportunities

- Identify foundational principles of Portfolio Management
- Know how to construct a high-performing durable team
- Discover methods to promote efficient use of senior leaders and effective decision-making

Portfolio Management

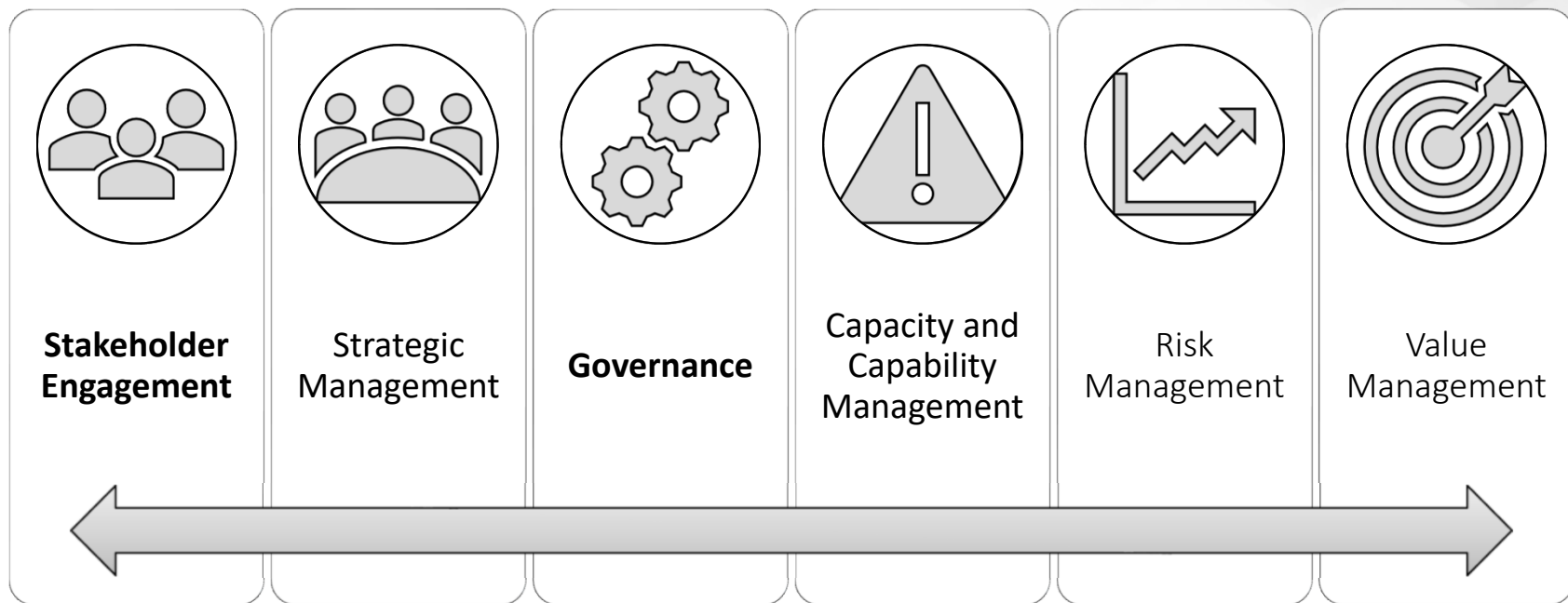
"Portfolio Management presents an organized approach to achieve strategic results."

- Standard for Portfolio Management 4th Ed.

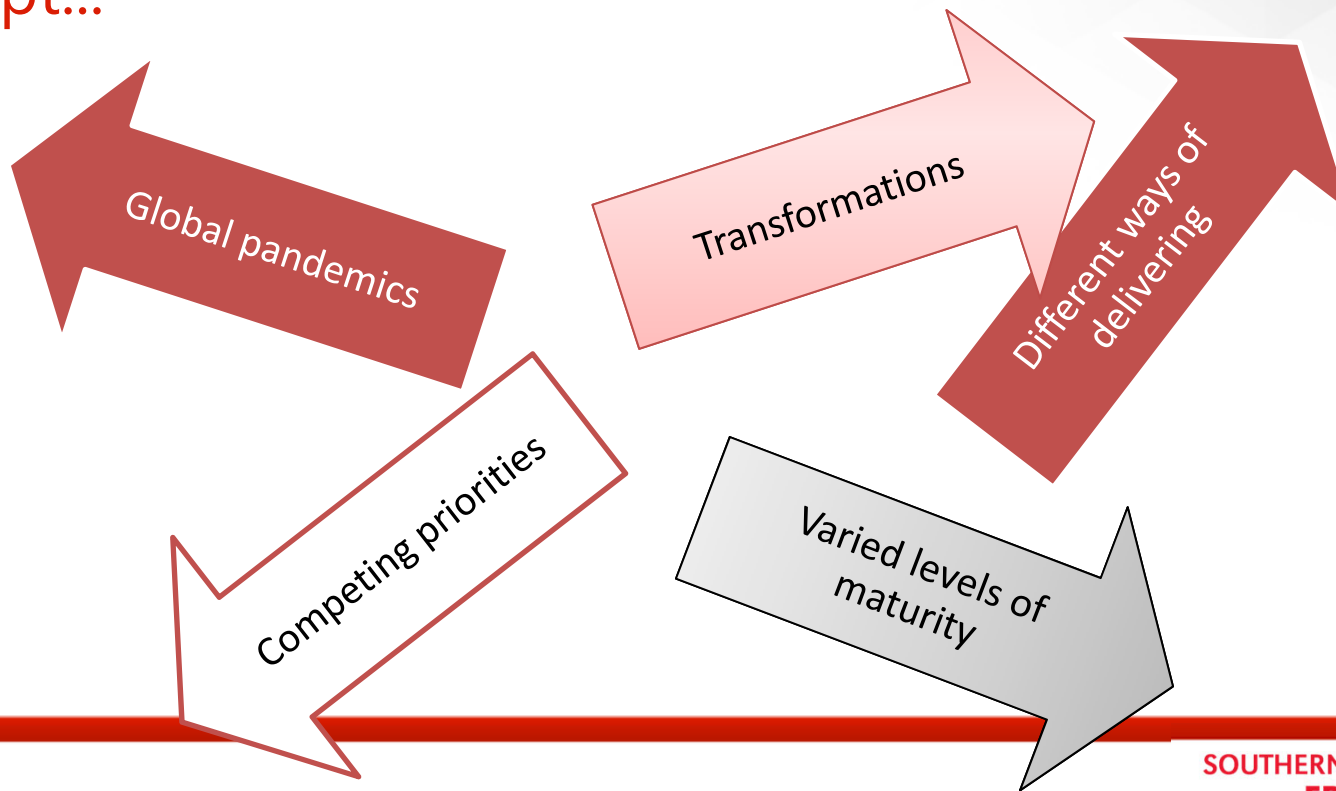
What makes a Portfolio?

- Longer duration
- Variety of components
- Aggregate reporting and management
- Goals regularly revisited
- Common resources

Portfolio Management Performance Domains



There are no Challenges to Implementing Portfolio Management except...



Portfolio Governance

"Through open and transparent governance, key stakeholders are more likely to accept the decisions and agree with the process, even when they may not fully endorse the decisions made."

- Standard for Portfolio Management 4th Ed.

Governance Principles

- Responsibility
- Accountability
- Transparency
- Sustainability
- Fairness



Have a purpose

- ✓ Ensure stakeholders and their needs are properly represented in all governance decisions
- ✓ Ensure senior leaders are comfortable and confident in all decisions impacting the portfolio
- ✓ Empower the portfolio sponsor to effectively lead and champion the management of the portfolio and its processes

The Governance Group

A small, odd number simplifies and speeds decision making

Including the diverse perspectives builds buy-in

Establishing sponsor authority and power promotes efficiency

Setting clear PMO role reduces friction and enables teamwork

Knowing what they don't do keeps the group focused

Portfolio Stakeholder Engagement

"Key portfolio stakeholders require active expectation management. By staying aligned and connected, portfolios improve the probability of delivering value."

- Standard for Portfolio Management 4th Ed.

Engagement Principles

- Transparency
- Consistency
- Inclusivity
- Adaptability
- Timeliness

Have an active and engaged sponsor



- ❖ They understand and champion portfolio management
- ❖ They have a strong ability to influence other leaders
- ❖ They encourage members to think broadly instead of in a silo
- ❖ They drive for accountability from the group
- ❖ They engage stakeholders at the right times
- ❖ They are available and supportive for the team

Build a high-performing team

**"Coming together is a beginning;
keeping together is progress;
working together is success."**

- Henry Ford

A centralized team creates consistency and allows for changes to be incorporated more successfully

PM expertise and organizational empathy is crucial to success

Borrow expertise when you need to and look for opportunities to bring people to the table

Use the opportunity to attract talented diverse individuals

Make their work visible and their value apparent



Run the show



- Keep a regular schedule
- Conversation vs presentation
- Invite the right guests
- Play an active role
- Broadcast outcomes

**"Directing is about making decisions.
The more you make, the more you learn."
- Martin Scorsese**

It's working when...

- ✓ Sustained through organizational changes
- ✓ Model is duplicated
- ✓ Growth of team and capabilities
- ✓ Adaptable to new frameworks
- ✓ Maturity increased



Q&A

Connect on LinkedIn!



Adam Schillinger

I seek out and solve problems, teach and learn, and always lead with integri...

